

Memorandum

To:

Mayor and Aldermen

From:

Rochelle D. Small-Toney, City Manager

Date:

May 16, 2011

Re:

Organization Stabilization and Realignment

I committed to City Council, the community, and the organization in my *First 90 Days Action Plan* presentation to City Council to put forth an organization structure that I believe will further advance the achievement of City Council priorities and allow the organization and our employees to work more efficiently. I appreciate the City Council's acceptance of the plan, your support in implementing the plan and your acknowledgement that I should begin working on those projects that have not begun. City Council also acknowledged that some of the action items can be accomplished within the 90 day period and some will carry forward beyond the initial period.

Since May 2010, a number of shifts in the leadership level of the organization have occurred. We also are facing a higher than usual vacancy rate due to the implementation of cost savings measures in the current year. As you are aware, several key positions are being filled on an interim basis and there are also several vacancies in key positions as a result of the early retirement program that are not filled and I believe are critical to meeting our objectives. As the Acting City Manager for nearly nine months, Council directed that I not fill positions at the director level and



above until a permanent City Manager was named. With the exception of the Revenue Director, all other vacancies up to this point have not been filled on a permanent basis and beginning the process of filling of these positions will provide stability in the organization that has not been present for almost a year. While it is not my intent to fill all vacant positions at one time, but rather to phase the process over several months and well into next year, it is important to begin this process now for the stability of the organization.

Attached is a graphic representation of the proposed organization (See Chart B) that I believe will provide for greater improvements in our service deliveries and accountability for our program resources. Specific changes to the structure are as follows:

1) In order to provide direct oversight over the multiple construction projects, I propose to re-title the existing Assistant City Manager-Management and Financial Services to **Assistant City Manager for Utilities and Construction**. The new duties will include the oversight of all construction related activities and the supervision of public works, water resources and sanitation bureaus. The position will require that the employee have a structural or mechanical engineering degree, Master's level education, and a minimum of 5 years executive level related experience. The Bureau Chief of Public Works and Water Resources advised me in May 2010 of his plans to retire December 2011. We both agree that it would be ideal to name the new assistant city manager as soon as possible to allow the two to work together and properly transition the bureau and the ongoing construction projects. I would also appreciate his input during the selection process for his successor. This restructure once in place will also allow for the ACM and I to further evaluate my plans to reassign development services activities (Inspections and Permitting) in the near future to this portfolio. I believe the reassignment of inspections and permitting under



- the direction of an Assistant City Manager for all other construction activities will better assist the development community and help us reverse our image and become known as the city organization that is indeed "development friendly".
- 2) In order to provide direct oversight over the administrative services, community planning and economic development activities, I propose to re-title the existing Assistant City Manager-Public Development to Assistant City Manager for Administrative and Community Services. The new duties will include oversight of all administrative activities and the supervision of Management Services and Community and Economic Development (formerly Public Development) bureaus. The position will require that the employee have a Master's level education, and a minimum of 5 years executive level related experience.
- 3) Heretofore, the Assistant City Managers were also assigned direct supervision over department heads in the Bureau of Public Development and the Bureau of Management Services. It is very challenging and at times overwhelming for assistant city managers to serve in both roles, having experienced the demands of both roles and responsibilities firsthand. Accountability and leadership of the bureau chief is a critical factor in how well we respond to the needs of our citizens, your constituents, and for ensuring that priorities and expectations are followed through. Therefore, I propose to separate the direct supervision of department heads from the assistant city managers and establish a Bureau for Management Services and a Bureau for Community Planning and Economic Development (formerly Public Development), each headed by a chief that will provide direct supervision to their respective departments. The Bureau Chiefs will be required to have a Master's level education and a minimum of 5 years executive level experience.



- 4) Technology is the future of our city organization and major projects are currently underway to transition several major administrative functions (financial, human resources, and citizen call center) to an Enterprise Resource Planning (ERP) system to meet our business needs. Although the primary oversight of the computer infrastructure is currently assigned to the IT department, the needs of the organization, the expectations of the public to interact far more frequently with its government through technology, the inherent inefficiencies that result from decentralized purchasing of software/equipment and the risk of incompatibility, a decentralized GIS, are just a few of the reasons why I propose to elevate the IT department to the Bureau of Information Technology and reclassify the department head to Chief Information Technology Officer, reporting to the City Manager. One of the first responsibilities of the CITO will be the development of a strategic technology plan for our organization. Our current technology program is expansive, and extends beyond the formal city structure, including areas such as emergency management, the 911 call center, the court system, and the MPC-GIS. It is critical to the current and future operations of the city that we have the best technology that is efficient, meet the needs of the public, and is affordable.
- Facilities, Events and Services Bureau. The Bureau Chief and I agree that the former title was not descriptive of the programs and activities of this bureau. After careful consideration and input from his staff he is recommending this name change and I am in concurrence. I also propose to add the permanent position of Director of Special Projects (currently designated as temporary) in this bureau that will be responsible for the project management of projects such as the proposed arena, the proposed cruise ship terminal, the proposed combined cultural arts center and W.W. Law Research Library, the Westside



Neighborhood Greenway, to name a few projects that are in varying stages of planning.

6) I will reassign the supervision of the MWBE program to the Purchasing Director. Recent analysis of MWBE participation in city procurement shows a declining trend from 26% in 2008 to 20% in 2010. While I am certain that there are multiple factors that contributed to this downward trend, I believe that this reassignment will close the gaps that exist between Purchasing, Economic Development, user departments and the contracting and MWBE sectors. This reassignment also centralizes the accountability for MWBE participation in city procurement under the direction of the Purchasing Director. This shift will also realign the Department of Economic Development to provide greater oversight to small business development and support throughout the city, especially in enterprise zones, and continue to expand its services in the area of asset wealth development.

Nationally Based Recruitment Utilizing In-house Resources

There are 17 key positions in the proposed chart (See Chart C) that are vacant resulting from the implementation of TRIP and normal attrition, and one announced retirement at the end of this year, for a total of 18 unfilled permanent positions in the senior most positions of our organization.

Given the number of searches that will go forward to fill these vacancies, it is my plan to phase in the recruitment, beginning first with the most crucial needs of our organization. Out of necessity, I started the recruitment process for the Research and Budget Director with the goal of having a director in place before the annual budget retreat with City Council, if not, by the end of the year.



It is as critical that I begin the recruitment for the Public Works and Water Resources Bureau Chief and the Assistant City Manager for Utilities, Development and Construction Services positions, in light of major projects such as Habersham Village drainage improvements, President's Street drainage improvements and Project DeRenne, approved by City Council that are underway, as well as the informed retirement of the Bureau Chief. It is my hope to have both positions filled before the end of the year in order to satisfactorily transition the leadership and projects that are currently underway before the Bureau Chief's retirement at the end of the year. I would greatly benefit from the Bureau Chief's guidance in the recruitment of his replacement.

The recruitment of executive positions is a tedious and time consuming process as all positions will be recruited on a national level utilizing in-house resources and will remain open until filled. It is most important that these positions be filled with qualified individuals and I will give full consideration to the qualifications of all in-house candidates that apply.

The remaining 15 vacancies (assistant city manager, bureau chiefs and department heads) will be recruited on an as need basis as some are temporarily filled on an interim basis currently. I expect that it will not be until the 2nd or 3rd quarter of 2012 that all positions will be staffed as I continue to phase the recruitment and selection process over the remainder of 2011 and well into 2012.

The phased approach in filling positions is necessary given the number of vacancies and the time and resources that it will take to meet this objective. Although the financial indicators for our 2011 budget are showing positive rebounds in certain but not all revenue sources and not being absolutely sure that we have moved out of a recession, I am progressing with recruiting in the most critical program areas first. I believe that these phased hires can be managed carefully within existing budgetary resources.



Finally, I want to acknowledge and thank the employees who are serving in interim positions and those who have taken on additional duties to insure that our services do not decline or are hampered in any way. I will continue to rely on their support throughout this recruitment period. The entire workforce is to be commended for their efforts in support City Council's priorities.

Summary of Proposed Organization for 2011-2012

In summary, in terms of organization changes, I propose to:

- Retitle and reassign Assistant City Manager for Management and Financial Services to Assistant City Manager for Utilities, Development and Construction Services.
- 2. Retitle and reassign Assistant City Manager for Public Development to Assistant City Manager for Administrative Services and Community Development.
- 3. Add two new executive positions, Bureau Chief for Community and Economic Development and Bureau Chief for Management Services.
- 4. Convert to permanent the Director of Special Projects in the Bureau of Public Events and Services.
- 5. Reclassify the Information Technology Director to Chief Information Technology Officer.
- 6. The MWBE program will fall under the direction of the Purchasing Director in an effort to provide MWBE's direct access to city procurement opportunities and to redirect the accountability for MWBE and local participation to one assigned department rather than two. This shift will also realign the Department of Economic Development to provide greater oversight to small business development and support throughout the city, especially in our three enterprise zones, and continue to expand our partnerships and services in the area of asset wealth development and global economic development opportunities.

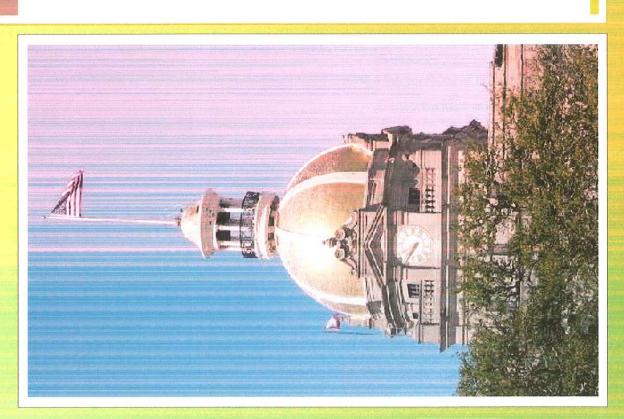


7. Finally, I propose to rename the Leisure Services Bureau to the Public Facilities, Events and Services Bureau at the request of the Bureau Chief and I support the name change.



My First 90 Days as the City Manager for the City of Savannah, Georgia

Rochelle D. Small-Toney

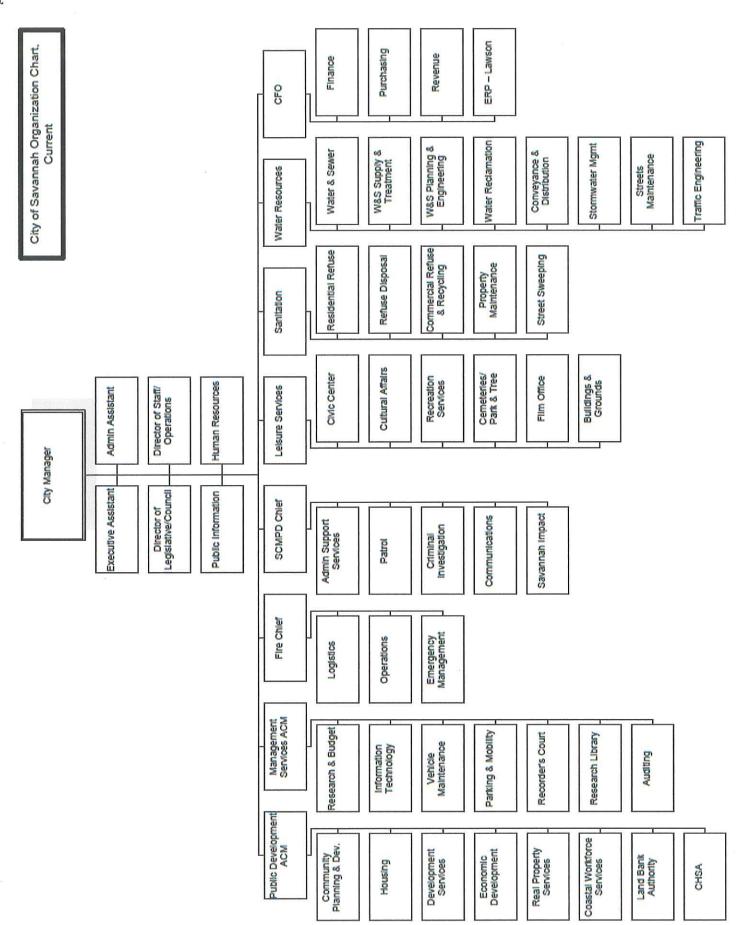


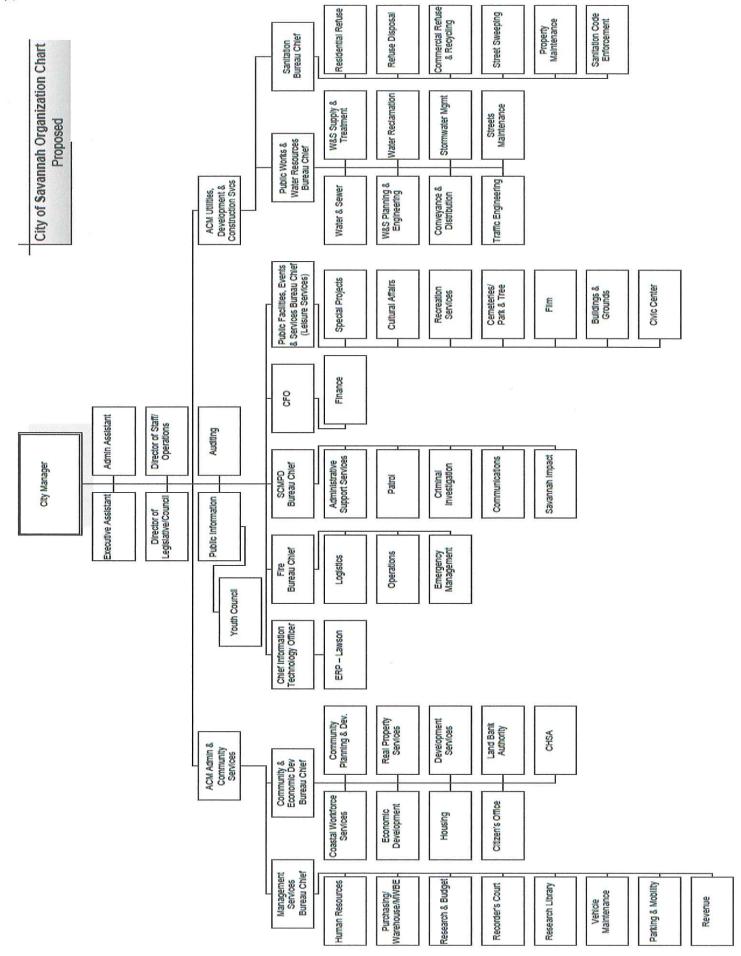
High Performing Government

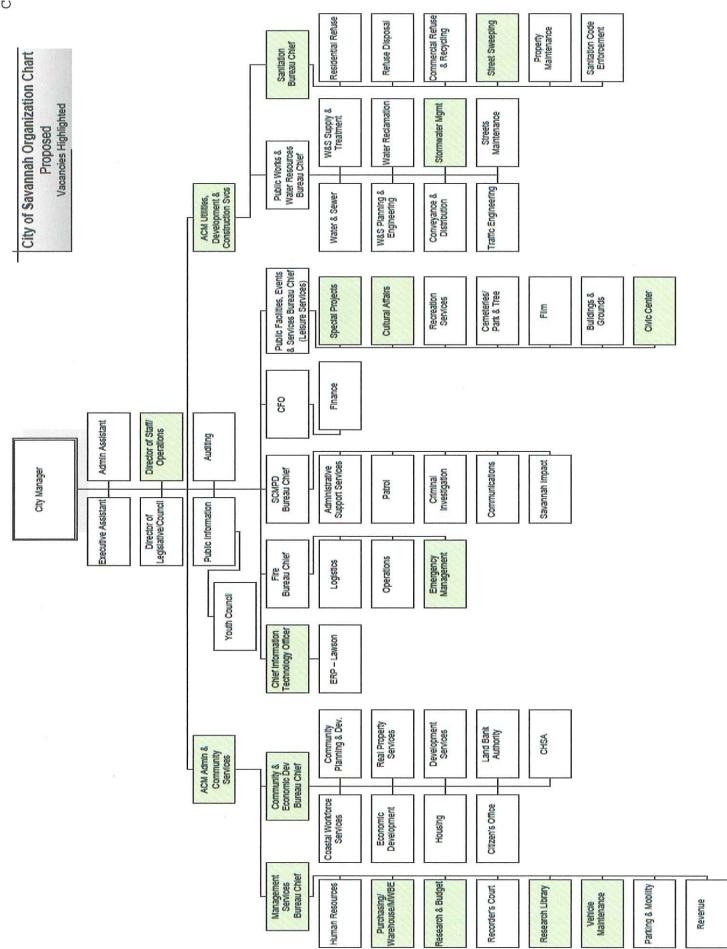
- Continue the monitoring of the 2011 Budget cost reduction strategies
- Realign the organization structure to more effectively meet the priorities of City Council
- Begin the recruitment of key vacant positions
- Preparation of 2012 Budget
- Resume participation in the "Under Cover Boss" Program
- Reactivate the Employee Advisory Council
- Complete plans for paperless City Council Agenda Project
- Support the ERP-Lawson "Go Live" date of June 30, 2011 for Financials, Accts. Payable, Purchasing, Strategic Sourcing, Contract Management and Requisition/Self Service modules

Organizational Structure

City of Savannah City Council Workshop June 16, 2011







Community Planning & Dev.

Coastal Wortforce Services

Human Resources

Community & Economic Dev Bureau Chief

Management Services Bureau Chief

ACM Admin & Community Services Real Property Services

Economic
Development

Purchasing/ Warehouse/MWBE Development Services

Housing

Research & Budget

Land Bank Authority

Chizen's Office

Recorder's Court

CHSA

Research Library

Vehicle Maintenance Parking & Mobility

Revenue